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ABSTRACT

An extensive library listing of 65 institutional indicators is designed to alert administrators of higher education to a number of appropriate signals of institutional vitality. Some indicators reflect financial condition in general, while others signal specific features of the educational environment. Regular monitoring of these indicators can warn academic administrators of impending shifts in national and regional educational policies, institutional competition, environmental trends and temporal conditions. All indicators are directly related to the primary services of undergraduate and graduate instruction, research and community instruction. Among the indicators identified are: applications for admission per spaces available; transfers in; transfers out; cost of recruiting each new student; morale of students; new courses developed; department support personnel per faculty member; and number of grant proposals. In addition to a checklist of indicators, the measure of each indicator and its source of data are also provided. One supplementary source is listed. (DC)

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INDICATORS OF INSTITUTIONAL VITALITY

Robert A. Scott

It is just as important to assess the health of institutions as it is the health of individuals. And just as there are signs of physical health to monitor, there are indicators of institutional vitality. Some are indicators of financial condition in general, while others signal specific features of the educational environment.

The need for particular indicators will vary by area of responsibility, by goal, by project, and even by season. The important point is for administrators to recognize the need for indicators of institutional vitality and progress, and to monitor regularly those which are crucial to achieving new goals or to maintaining the status quo.

The following list is not an exhaustive inventory, but an extensive library of indicators. It should suggest a number of appropriate signals which might be chosen for monitoring an institution's condition at regular intervals, even if each indicator is not relevant to the condition of every institution or program. New indicators may be developed as a result of planning exercises which consider the national and regional structure of higher education, the status of the institution in relation to competing institutions, environmental factors, and temporal conditions.

Indiana Commission for Higher Education, March, 1980

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Indicators should be monitored at standard intervals over a period of years. In this way, changes in condition and effectiveness may be tracked, and corrective action may be defined with greater precision.

The following indicators are related directly to the primary services of undergraduate and graduate instruction, research, and community service. Changes in the conditions of such indicators should give useful clues about the vitality of these services over a period of time, and the changing condition of both major resources -- students, faculty, grants, support staff, supplies, etc. -- and the social and economic environment in which the institution exists.

In some cases, the indicators are most useful as representations of certain facets of a total institution. In other cases, they are useful as representations of organizational units.

Several of the indicators require that certain "prior questions" are answered. For example, some indicators assume that an institution's mission is clearly stated.

An excellent reference for further study on this topic is "Chief Executives Define Their Own Data Needs," by John F. Rockart, Harvard Business Review, March-April, 1979, pp. 81-93.

INDICATORS OF INSTITUTIONAL VITALITY

Indicators	Measure	Source of Data
- Yield on offers of Admission to applicants	Ratio	Admissions Office
- Yield on offers of Admission to top 1/3 of applicants	SAT, ACT, classrank	Admissions Office
- Applications for admission per spaces available	Ratio	Admissions Office
- Inquiries for admission per spaces available	Ratio	Admissions Office
- Transfers in	Number	Admissions Office
- Admission offers made per total applicants and intended size of class	Ratio	Admissions Office
- Academic quality of entering students	SAT, ACT, classrank	Admissions Office
- Proportion of students by source: USA, Other, Public Schools, Private Schools, etc.	Number, ratio	Admissions Office
- Cost of recruiting each new student	$	Admissions Office
- Actual secondary school preparation of new students	No. years of subjects	Registrar
- Degree to which first year students exceed minimum standards	No. years of subjects	Registrar
- Transfers out	Number	Registrar
- Enrollments in fundamental science courses	Number	Registrar
- Enrollments in general education courses	Number	Registrar
- Enrollments in programs not central to institution's mission	Number	Registrar

- Enrollments in programs central to institution's mission	Number	Registrar
- Total enrollment	Number	Registrar
- FTE faculty per FTE students	Number, ratio	Registrar
- Full time faculty per FTE students	Number, ratio	Registrar
- Graduate and professional school placement of graduates	Ratio	Chief Academic Officer
- Retention rate of students	Ratio	Chief Academic Officer
- Graduation rate of students	Ratio	Chief Academic Officer
- Degrees granted by academic area	Number	Chief Academic Officer
- Morale of students	Statements on survey	Chief Academic Officer
- Non-institutional awards and honors received by students	Number	Chief Academic Officer
- Yield on offers to most desired faculty	Ratio	Chief Academic Officer
- Number of faculty leaving voluntarily to accept positions at other institutions	Number, ratio	Chief Academic Officer
- Number of involuntary resignations of junior faculty	Number, ratio	Chief Academic Officer
- Number of faculty leaving voluntarily to accept non-teaching employment	Number, ratio	Chief Academic Officer
- Number of faculty spending sabbatical leaves on campus	Number, ratio	Chief Academic Officer
- Department support personnel per faculty member	Number, ratio	Chief Academic Officer
- New courses developed	Number, ratio	Chief Academic Officer

- Number of degree programs and titles on campus	Number, ratio	Chief Academic Officer
- Publications per faculty member	Number, ratio	Chief Academic Officer
- Proportion of faculty holding tenure	Number, ratio	Chief Academic Officer
- Faculty Morale	Statements on survey	Chief Academic Officer
- Research/scholarship activity by faculty	Number	Chief Academic Officer
- National or regional professional activy by faculty	Number	Chief Academic Officer
- Number of grant proposals	Number	Chief Academic Officer
- External research support per faculty	$, number	Chief Academic Officer
- Research productivity	Patents, discoveries etc.	Chief Academic Officer
- Awards & honors received by faculty	Number	Chief Academic Officer
- Technicians, etc. per faculty member	Number, ratio	Chief Academic Officer
- Expenditures for instructional materials and equipment	$, % of budget	Chief Academic Officer
- Expenditures for library materials for instruction and research	$, % of budget	Chief Academic Officer
- Expenditures for instructional & research computing	$, % of budget	Chief Academic Officer
- Number of advanced undergraduate courses taught by P-T faculty or graduate students	Number	Chief Academic Officer
- Percentage of students who gain direct experience with new technologies and and equipment	Ratio	Chief Academic Officer

- Complaints about teaching	Number	Chief Academic Officer
- Internships, assistantships, & other experiences gained by students	Number by type	Chief Academic Officer
- Financial aid resources per student available from institutional funds	$	Chief Financial Officer
- Expenditures for routine maintenance	$	Chief Financial Officer
- Expenditures for planned maintenance	$	Chief Financial Officer
- Proportion of instructional expenditures per total operating expenses	$, ratio	Chief Financial Officer
- Proportion of instructional activities supported by temporary or grant funds	$, ratio	Chief Financial Officer
- Job placement of graduates	Number of placements	Career Counseling Officer
- Scores of students on graduate and professional school entrance examinations and on licensing examinations	Scores	Career Counseling Officer
- Circulation of library books	Number	Librarian
- Community Service	Hours, projects	Public Affairs Office
- Visitors to campus events	Number	Public Affairs Office
- Accomplishments of alumni	Number by occupation and honor	Alumni Office
- Involvement of alumni in institutional programs	Number, ratio	Alumni Office
- Crime and vandalism on campus	Number of incidents reported	Campus Security Officer
- Institutional leadership	Evaluation	Trustees
- Academic leadership	Evaluation	Chief Executive Officer